



## RESEARCH ARTICLE

### CONTRIBUTION OF PROJECT MARKETING TO THE PROMOTION OF SELF-EMPLOYMENT IN CÔTE D'IVOIRE

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#### ABSTRACT

The issue of employability is one of the main development challenges facing Côte d'Ivoire. In an environment where the majority of jobs are offered by the informal sector combined with the high propensity of jobseekers to look for paid jobs, the production of graduates by the education system, the number of people out of school, the Inadequate job training and insufficient job offer, the Ivorian government has chosen as an alternative, the promotion of employment through self-employment. But in the face of the inconclusive results of the various initiatives for the promotion of self-employment, the question of how can project marketing help promote self-employment through projects able to capture market opportunities and ensure the sustainability of their activities? From the synthetic literature review of the qualitative data, the disaggregated quantitative data collected from national and international sources, it was a question of analyzing the policy of self-employment in Côte d'Ivoire from the point of view of projects insertion of job seekers, especially young people. Analyzes show that the promotion of entrepreneurial projects whose viability is subject to rigorous requirements requires a management based on project marketing offers solutions for the conduct of a project activity. Coupled with a logic of innovation, the marketing of projects should allow the entrepreneurial project promoters drive their projects while ensuring the main monitoring activities adaptation tools both in the off-project marketing phase, the marketing phase upstream of the project only in the Marketing Phase in the project.

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## INTRODUCTION

The situation and prospects for employment are poor in the world. According to the International Labor Organization (ILO, 2014), there are at the global level, 213 million job seekers in 2019. In Côte d'Ivoire, the unemployment rate in Côte d'Ivoire is estimated 5.03% (AGEPE 2013) out of a working population of 10782 321 people. To meet this challenge, the country is developing employment policies to reduce unemployment. In 2016 the ratio of payroll to tax revenues is estimated at 40.6% (DGT, 2017). But in the face of the imperative to control the pressure of the wage bill on tax revenues, in order to bring the payroll / tax revenue ratio back to the level of the Community norm of 35% of the Economic and Monetary Union West Africa (UEMOA), tax incentives for the private sector to promote recruitment. In addition, a system of professional integration of job seekers has been set up, through various financing and supervision mechanisms. But this device struggles to record convincing results.

One of the limiting factors of this national system is the propensity of jobseekers to look for paid jobs. Faced with the continuous pressure linked to the production of graduates by the education system, to people at risk of school failure, inadequate training for employment and the insufficient supply of employment, the Ivorian government has chosen as an alternative, the promotion of employment through self-employment. However, the various initiatives undertaken in this direction in several projects for the promotion of self-employment that have not experienced good fortune. New entrepreneurs were not able to ensure continuity of their activities after the project cycle. *How can project marketing help promote self-employment through projects able to capture market opportunities and ensure the sustainability of their activities?*

**Theoretical references and methodology:** The main objective of this study is to analyze the self-employment policy in Côte d'Ivoire from the perspective of job insertion projects, especially young people. Specifically, the aim is to identify the weaknesses of self-employment integration policies implemented and to propose solutions based on the logic of project marketing.

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Theoretically the article is articulated around the theory of project marketing as modeled by the International Network for Project Marketing (INPM.). A project is a single process consisting of a set of coordinated and controlled activities with start and end dates undertaken to achieve a goal that meets specific requirements, including time, cost and cost constraints of resources (ISO 10006). INPM researchers are convinced that it is not enough to understand the management of an organization's projects from the sole point of view of managerial actions led by the supplier. The conduct of a project marketing activity is modeled through a seven-step process: (i) identification of need, (ii) feasibility study, (iii) identification of potential buyers, (iv) submission of the offer, (v) negotiation, (vi) selection of suppliers and (vii) formalization of contracts (Gova, Ghauri and Salle, 2002). Project marketing is characterized by the uniqueness of an individual project, the complexity of the projects proposed in a business network and the discontinuity of demand and business relationships between the project developer and the scale of the engaging stakeholders (GOVA).

The goal of project marketing is to deal with this economic discontinuity which puts the supplier in a fragile position and creates continuity, especially with the socio-economic continuity with important customers and actors through the establishment of a network relations (GOVA, Salle, 2006, 139) in the middle. The middle is to be understood as the social context in which the project must fit. The environment is essential in conducting a project marketing approach. It is composed of a heterogeneous composite network of market players (consultants, partners, financiers, agents, engineering companies, subcontractors ...) and non-market players (government, trade unions, lobbyists, lobby groups, activists) who are the project stakeholders (Gova and Salle, 2002). In addition to the network of businessmen or project financing structures, the market and non-market network, the network allows the territory to be taken into account as the support of the capital of a relationship, the local governance system, and coordination mechanism. In addition, a collective learning process should be enriched along the project (Dreveton 2011). It is necessary to anticipate the conditions of demand and develop a competitive position that best reflects the distinctive competence (GOVA and Hoskins, 1997, 549) of the project developer. As a result, it allows the company (supplier) to "differentiate strategically in order to escape price and cost competition" (Mülhlbacher, quoted by Lecoeuvre, 2005, 36).

Given the complexity of the actors and their activities and resources as well as the discontinuity of exchanges between individual projects, it is up to the marketing manager in a project activity to develop a clear process or including the discontinuity of relationships. Project marketing is becoming a tool for resource mobilization and opportunity capture. It is part of the relational marketing paradigm of building lasting relationships with customers or groups of customers, selected based on their potential contribution to the success of the business. It is about creating non-business relationships to maintain the link with the markets (BADOT 0, COVA B. Quoted by Lecoeur 1996, p 34.). It comes out External Project Marketing and Internal Project Marketing. External project marketing refers to externally oriented projects with a transactional logic, whose internal actors are often limited to project teams and external stakeholders prove to be sometimes more difficult to identify). On the methodological level, the analysis is based on data collected in national sources (General

of Taxes Office (DGI), Ministry of State, Ministry of Employment of Social Affairs and Vocational Training (MEEASFP) Ministry of Finance. Employment and Social Protection (MEPS), Authorized Disarmament, Demobilization and Reintegration of Ex-Combatants (ADDR) ..., and International (International Labor Office (ILO), International Labor Organization (ILO), World Bank (WB) ...) At national level, the qualitative and quantitative data that fed the study were collected in the data of major national surveys (ENSETE, the employment dashboards, etc.). In National Development Strategy Papers, Development Nationals (PND 2012-2015 and PND 2016-2020) and National Employment Policy documents (2013-2015 NCP), PNE 2016-2020, the national strategy for the integration and employment of young people). The qualitative data collected, confronted with data collected in the gray literature (scientific articles, dissertations, and theses) made it possible to carry out the synthetic review of literature. In addition, qualitative data combined with disaggregated quantitative data collected favored the synthesis of the results of different studies.

## RESULTS

**Employment policy in Côte d'Ivoire:** The problem of employment in Côte d'Ivoire has, for several years, been a major challenge for successive governments. For many years, the situation of socio professional integration has only worsened. Employment policy is recorded in the two national development plans (NDP) (PND 2012-2015, PND 2016-2020). In the PND 2012-2015, the issue of employment is one of the national priorities to reduce "*endemic unemployment, especially among young people, due to the inadequacy of the training system with the needs of the economy, lack of a coherent policy of creation and financing of employment, an unfavorable framework and an ineffective policy of promoting self-employment as well as the lack of reliable statistics*" (PND T1, 2012-2015, 39). This diagnosis of the situation following more than a decade of socio-political crisis coupled with a military crisis led the authorities to take measures to deal with the issue of employment.

Five key measures have been adopted: (i) the development and the implementation of the National Employment Policy; (ii) the development the directories of trades and skills; (iii) the promotion of self-employment of young people, women and disabled people by enterprise-type projects or by the development of Income Generating Activities (IGAs); (iv) the implementation of professional integration projects based on services of community interest in the communes; and (v) the strengthening the capacities of structures to combat the worst forms of child labor. (PND T1, 2012-2015, 40.). The 2016-2020 NDP includes the acceleration of the development of human capital and social well-being as strategic axis 2. The desired impact is that "*women and men (including young people and people with disabilities have access to a productive, decent and sustainable employment*" (PND 2012-2020.). The national strategy to boost employment began with the adoption on June 7, 2017 of the National Employment Policy whose vision is "*a Côte d'Ivoire firmly established in a strong growth economy, growth solidarity and socially balanced and having succeeded in stopping the increase of unemployment and underemployment by 2020*". The job creation strategy is mainly based on the promotion of economic creation and the development of the private sector.

The strategic directions of the National Policy of employment (NPE) are based on both economic and social bases. At the economic level, although strategic management of employment is the responsibility of the government, it is up to the private sector in all dimensions to be the hairspring of job creation. The role of the government is mainly to develop productive economic infrastructures; raise the institutional quality of the business and business environment to standard standards, promote private investment and promote new growth sectors in the interest of the company; and develop the human capital of nationals in support of enterprise development. At the social level, it is a question of guaranteeing a stable social environment and thus reinforcing the dynamics of growth. To this end, the State must initiate direct actions for employment through the development of targeted programs for business creation or income-generating economic activities for specific socio-demographic groups; the organization of the labor market to best meet the workforce needs of the company; wider access by all direct actors of the national productive fabric to social protection; and the creation of remunerated occupations, even on a temporary basis, for vulnerable social categories. (MEMEASFP, 2013, 15). In operational terms, the two main levers of employment policy are targeted programs and measures to improve the business environment. The main employment stimulus programs are presented in the table below:

***What is the impact of the implementation of these various programs on the employment situation in Côte d'Ivoire?***

**Employment situation in Côte d'Ivoire:** Employees within the meaning of the International Labor Office (ILO) are those who have worked for any length of time, even for one hour, during a reference week. This definition reflects an extensive conception of employment, making it a very restrictive view of unemployment. The analysis of the situation in this sense consists in taking into account everything that contributes to production. As a result, a whole range of working-age people who are involuntarily unemployed are not considered unemployed. From the ILO's international definition of unemployment, it appears that the unemployed comprise all persons over a specified age who, during the reference period, were: (i) unemployed, that is, either 'a salaried job or a non-salaried job (ii) available to work in a salaried or self-employed job, (iii) in search of a job. What is the employment situation in Côte d'Ivoire?

Of the 23,123,026 inhabitants of Côte d'Ivoire, only 25% are salaried. However, 67% of people have independent jobs. The main sector providing employment in Côte d'Ivoire is the informal sector (89%). Then come the formal private sector (4.9%) and the public and para public sectors (3.9%). The household sector occupies only 1.8% of assets. The bulk of formal sector activity is concentrated in Abidjan and other urban areas. At the level of the formal private sector out of 462 478 single persons 130 447 are in rural areas, ie 28.20%. The formal public and Para public sector accounts for 368,126 assets. Only 62,740 of them are in urban areas, 17.04%. The study of the branches of activity in which the assets evolve suggests that the agricultural sector occupies the largest number (45.7%), followed by the retail branches (20.6%), the other services (7.4%) and household services (7.1%), while salaried employment is more or less in all sectors of activity. But, it represents 18.1%. In addition, the public sector and the formal private sector account for 8.8%.

The other business sectors generate 9.3% of employees. Precariousness is one of the characteristics of employment in Côte d'Ivoire. The rate of vulnerable jobs is 70.4% at the national level, it is 64% for men and 78.9% for women. It is higher in rural areas where it is around 81.5% than in urban areas where it is around 57.3% (AGEPE, EEMCI 2012). Most of the income from the assets comes from self-employed workers. The Analysis of Employment Characteristics in Côte d'Ivoire reveals that self-employed agricultural jobs are the most numerous, 34.0% of jobs followed by non-agricultural self-employment 27.0% and non-agricultural wage employment 21.0%. Agriculture remains the most employment-generating sector in Côte d'Ivoire, with 49.3% of jobs and an increase of almost 6 points compared to 2014 (43.55%), according to the survey. . It also indicates that employment in Côte d'Ivoire is almost exclusively informal (93.6%) regardless of the socio-demographic characteristic with the exception of higher-education workers (52.8%). And salaried employment represents less than ¼ of employment. It is held mainly by men over the age of 25, with a relatively low level of education and living in urban areas. In terms of average progress, the employment situation shows between 2012 and 2015 with 4939 jobs created in 2012 and 6636 jobs created in 2015, an increase of 134.35% in 3 years. This progress was thwarted in 2016. But it resumed the following year:

***How does this progression affect the unemployment figures in Côte d'Ivoire?***

**The analysis of the unemployment:** The analysis of the unemployment structure reveals that the broad unemployment rate is estimated at 6.7% in February 2014 against 8.7% in November 2012 and the unemployment rate in the strict sense is 3% , 9% in February 2014 against 5.3% in November 2012; The unemployment rate of 14-24 year olds is 10.1% in February 2014 compared to 12.8% in November 2012; The unemployment rate for 14-35 year olds is 8.6% in February 2014 compared to 11.4% in November 2012; The proportion of discouraged unemployed was 42.6% in February 2014 compared to 41.8% in November 2012. According to the 2013 Employment survey, the working-age population represents 62.5% of the total population. Of this portion, 35.1% and 63.2% are aged 15 to 24 years and 14 to 35 years respectively. The working-age population is 51.4% men and 48.6% women, and resides mainly in rural areas (53.5% compared to 25.1% in the other cities and 21.4% in Abidjan).

The highest is for young people and it particularly affects women, the latter having more difficulty entering the labor market. Moreover, most of those who work are engaged in low-income activities and have no social protection. Indeed, the latest report of the survey on employment and child labor shows that among the sectors of activity, agriculture remains the most job-rich sector, with 43.5% of jobs. It is followed by services (26.4%) and trade (17.6%). The share of industry in all jobs is only 12.5%, while 88.7% of jobs are provided by traditional agricultural enterprises (42.4%) and non-agricultural informal enterprises (46.3%). Only 9% of jobs are in the formal private and public sector, including 3.3% of jobs in formal private enterprises. It is clear that the higher the level of education, the greater the access to paid employment. However, the high level of education is not the guarantee of access to a job. Since unemployment usually affects young people (20.8%), especially young graduates (49.3%).

They are more likely to seek paid employment (51.1%). This trend is increasing according to their level of study (National Strategy for Integration and Youth Employment, 104) with 45% primary, 57% secondary and 74.3% superior. *Faced with the promotion of wage employment to combat youth unemployment, which has its limits, it appeared more than necessary for the Ivorian government, in its desire to provide an effective and sustainable response to the problem of youth employment, promote youth entrepreneurship, and mentoring the informal sector. These data clearly indicate that the expected results are still low. The tendency of politicians to want to find employment by various means is not paying much. Given the scarcity of available jobs in the formal production sectors, can self-employment be considered a credible alternative?*

## DISCUSSION

**The place of self-employment in the fight against unemployment in Côte d'Ivoire:** Self-employment *"self-employment is a job where the remuneration is directly linked to profits and the holder of which makes the management decisions affecting the enterprise or is held responsible for the good health of the enterprise"* (OCDE, 2000, P. 166). This definition is close to the definition of the uniform act of the OHADA<sup>1</sup> for whom *"the individual self-employed person, a natural person who, by simple declaration provided for in this standard act, exercises a professional civil, commercial, craft or agricultural activity"* (Art.30 Uniform Act of the OHADA). The implementation of integration programs through self-employment is tested, on the one hand, through entrepreneurship promotion programs targeting vulnerable groups and young people aged 15 to 35 carrying a project idea of activity creation. This target groups gathers the public with a basic qualification in relation to the activity to be created, Graduates of general, technical and vocational education and Apprentices qualified (recognized by a master craftsman or a master apprentice). The main sectors concerned by these programs are Agro-pastoral sectors (food crops and market gardens, poultry farms, small ruminants and other domestic

animals, unconventional farms for small-scale farming, beekeeping) and unstructured sectors (mechanics, sewing, hairdressing, screen printing, distribution of food products). On the other hand, self-employment is experienced in the context of the insertion of ex-combatants from two angles. The first angle is aimed at the reintegration of experienced craftsmen and the second angle concerns the reintegration of apprentice craftsmen. According to data from the authority for the disarmament, demobilization and reintegration of ex-combatants (ADDR, 2013), 12,186 ex-combatants and confirmed craftsmen and 3,573 former apprentice artisans were re-inserted through the self-employment channel in 2013. In fact, paid employment contributes only a small part of the integration of the unemployed into the socio-economic fabric. The reason that may explain this state of affairs that on the one hand the state, which wants to save money, decides to reduce its payroll, and on the other hand, the companies, which the State encourages to recruit - thanks to tax cuts in particular but whose offers are limited. The future is therefore on the side of self-employment, which offers a multitude of possibilities. We must encourage and fund young people who want to get started and take their destiny into their own hands by *creating their businesses, industries and services that our country so badly needs. As such, "Entrepreneurship of young Ivorians will be encouraged. We must encourage our young people, those who have predispositions, creativity and business, so that tomorrow we have control of our production apparatus and our development."* Alassane OUATTARA<sup>2</sup>, (MEPS, 2016, 11). It therefore seems useful to set up a marketing policy geared to the issue of employment with a focus on self-employment.

**Project Marketing tool the promotion self-employment in Côte d'Ivoire:** *It will be in this section to apply a marketing strategy to make more effective an activity that is struggling to meet the objectives assigned to it in this case self-employment. Analysis of the contribution of project marketing to strengthen self-employment strategies will be done according to the essential phases of project marketing: the off-project marketing phase, the marketing phase upstream of the project, the marketing phase in the project (Lecoeuvre, 2005, 36).*

<sup>1</sup>OHADA/ Organization for harmonization of Business Law in Africa is the Organization for the Harmonization of Business Law in Africa. Created by the Treaty of Port-Louis of October 17, 1993 (revised October 17, 2008 in Quebec City - Canada), the OHADA is a full-fledged international organization, with an international legal personality, which pursues a work of integration between the countries that are members. Accession, provided for in Article 53 of the Treaty, shall be open to any non-signatory African Union Member State and to any non-member State of the African Union and invited to accede thereto by common accord of all States parties. The OHADA currently comprises 17 States (Benin, Burkina Faso, Cameroon, Comoros, Congo, Côte d'Ivoire, Gabon, Guinea Bissau, Guinea, Equatorial Guinea, Mali, Niger, Central African Republic, Democratic Republic of Congo, Senegal, Chad, and Togo). The working languages are French, English, Spanish and Portuguese. Its objective is the facilitation of exchanges and investments, the guarantee of the legal and judicial security of the company's activities. OHADA law is thus used to propel economic development and create a vast integrated market in order to make Africa a "pole of development". To achieve these objectives, the OHADA has an institutional system structured around the organs of the Conference of Heads of State and Government, the Council of Ministers (political bodies) and the Permanent Secretariat which is the executive body to assist the Council of Ministers and to coordinate the preparation and follow-up of the procedure for the adoption of the Uniform Acts. For reasons of efficiency, two other specialized bodies complement the institutional system. This is the OHADA Joint Court of Justice and Arbitration (CCJA) and the Regional Higher School of Magistracy (ERSUMA). The OHADA CCJA is the only successful judicial transfer of judicial sovereignty in the world. It has jurisdiction to hear, in cassation, appeals against decisions finally rendered under the OHADA Uniform Acts by the national courts of the States Parties.

The main purpose of a project is, above all, the guarantee of its durability. This requires a development and design approach geared to the project's life cycle. It goes without saying that the conduct of a self-employment program implies the notion of quality, ie, continuous improvement of process, durability Deming wheel in the perspective of making it the lever of the employment in Ivory Coast. Hence the need to take into account all their ecosystems through its positioning on the labor environment in Côte d'Ivoire characterized by job seekers mostly without training or poorly trained socio-cultural weights, livelihood precariousness. It allows end-to-end support through a participatory approach of all the protagonists of the project, the implementation of a relationship based on trust. The objective being to make the beneficiary a future manager taking into account the variables conducive to the activity of the projects, the authorities and all the partners for the promotion of female entrepreneurship will have the necessary keys to produce solid, attractive, salable projects, sustainable and generators of new projects. This first goes through a training of classical project managers to the concept and practice of project marketing.

<sup>2</sup>Alassane OUATTARA is the head of state of the republic of Côte d'Ivoire since 2011

Table 1. Inclusion Programs

Programmes	Cibles	Coût (F CFA)	Source de financement	Effectif cible
PEJEDEC	Jeunes de 15 à 30 ans	25 milliards	IDA/Banque Mondiale	27 000
PAAEIJ (THIMO BAD)	Jeunes déscolarisés	1.81 milliards	BAD	2 000
Programme THIMO Gouvernementale	Jeunes et femmes	532 millions	Etat/FSE THIMO	465
C2D Emploi	Jeunes de 15 à 35 ans	9 milliards	C2D/AFD	18 248
C2D Emploi/ SCAED	Jeunes à risques	1.2 milliards	C2D/AFD	1000
Programme Spécial de Requalification (phase 1)	Diplômés chômeurs de longue durée	713 millions	Etat/AGEPE	500
Programme Spécial de Requalification (phase 2)	Diplômés chômeurs de longue durée	528 millions	Etat/AGEPE	650
Projet d'insertion Socio-Economique (PRISE)	Population vulnérable	1.358 milliard	Japon (JSDF)	7 000
Projet d'Appui au Traitement Economique du Chômage (PATEC)	Chômeurs de 18 à 55 ans	361 millions	Budget de l'Etat	722
TOTAL		40.494 milliards		58 085

Source: MPS 2016, 28

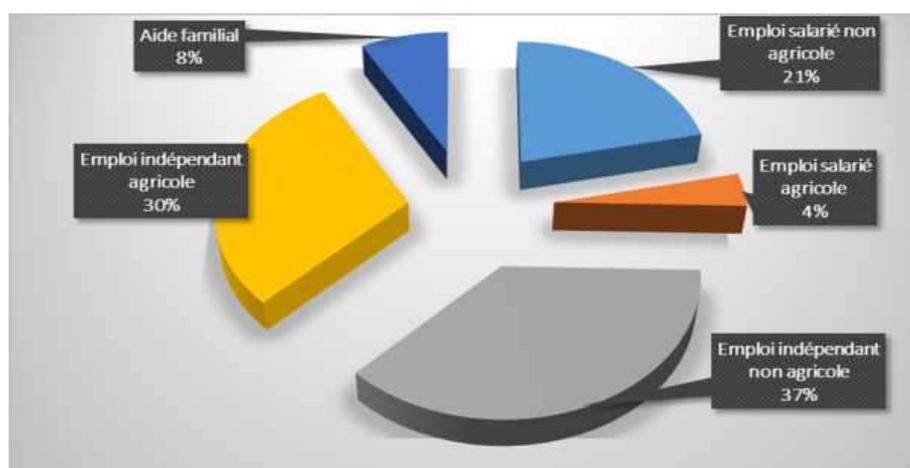
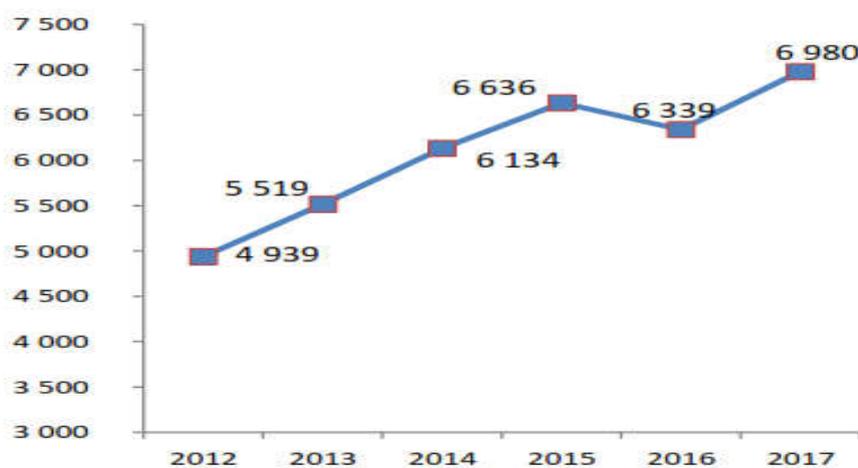


Figure 1. Distribution (%) of employed persons by type



Source: MEPS, 2017

Figure 2. Average monthly job creation rate

To achieve, to be one of the levers of the promotion of self-employment in Côte d'Ivoire, a certain number of barriers must be on the rise. First, the importance of a wage culture. According to the 2013 ENSETE survey, most job seekers have a propensity to look for a salaried job in the public or private sector. In fact, 88.8% of the unemployed aspire to a full-time permanent job, especially in private companies (76.5%). This trend towards wage-earning is more noticeable among men 57.7% than among women, 56.2% of whom prefer self-employment. 24.4% Unemployed men want to work in the public against 14.5% of women (ENSETE, P 54). The level of education is a factor contributing to the construction of the public wage preference. It therefore appears that the higher the level of education, the more the unemployed wish to work in the public. 52.9% of the upper-level unemployed are looking for a job in the public, whereas this share is only 6.1% for the uneducated. 39.3% for the upper level against 17.0% for the without level. Next, the population looking for work is estimated at 4 311 078, or 56.2% of the total population in employment (ENSETE, P 51-52). 35% of them, ie 1,496,714 people are no longer looking for work for various reasons: insufficient qualification level (8%), scarcity of job opportunities (24%), unsuccessful job search (3%). %).

Moreover, the discouragement is fueled by the loss of confidence vis-à-vis the structures of or classic ways of job search. 80% use the personal relationships channel to search for a job regardless of gender, place of residence, age and education level. Only 4.8% and 7.3% use the AGEPE and the private placement agencies respectively in their job search. In short, faced with the weakness of the classic job offer, and the difficulties of potential jobseekers to be employed by the traditional job search voices, self-employment seems a serious alternative. Moreover, the employment ecosystem in Côte d'Ivoire shows the predominance of self-employment, especially the informal sector, whose employability rate is 93% of jobs (APPE, 2018, 75). It is not a question of favoring the development of entrepreneurial projects in an informal logic. This opportunity stems from the fact that the state has put in place a partial guarantee mechanism for the creation and development of small businesses.

In order to facilitate the easy opening of the credit to an economic agent who presents towards the lender a financial surface deemed insufficient through the guarantee agreement between the Fund and the borrower or the endorsement of drafts or letter between the Fund and the banking partner. It is also planned the indirect financing by refinancing of Microfinance Institutions related to Self-Employment and IGAs through refinancing agreement agreements with the Micro Finance Institutions (MFIs) concerned by zero-rate loans or improved. According to the Ivorian Ministry of trade, Small business (craft) sector, and the promotion of SME, Diarrasouba Souleymane: *"This guarantee fund is an instrument that will serve as leverage enabling banks to finance more SMEs, while being more comfortable in their risk analysis related to SME financing"* (LATH, 2017). The fund to guarantee was made available is an amount of FCFA 30 billion was approved in November 2017. In addition, 72% of informal sector companies are ready to formalize as long as the state takes measures tax relief, facilitates access to credit, facilitates registration procedures and simplifies administrative formalization documents (APPE, 2018, 75). The creation of the Youth Employment Agency comes to solve the problem of the

scattering of actors responsible for the policy of insertion in several ministries, structures and funds which constituted a gravity in the fluidity of the employment policy (KONE B, 2015, 301). In the past, new structures were taking up the question of employment in Côte d'Ivoire: the Agency for Study and Promotion of Employment (AGEPE), FIDEN, the National Youth Fund (JNF), the FAPA, FDHEV, FP-PMEA, FSE-THIMO, FGCP-BAD, FIJDRDSP). This agency has pooled, through the merging of the nine dissolved structures, the efforts of the coherence of employment management strategies by supporting access to paid employment, technical and financial support to employees. Self-employment and skills development for wage employment or self-employment.

*How to articulate marketing in a self-entrepreneurship project?*

A company's marketing strategy can be understood as systematic efforts to optimize value creation for its customers, stakeholders and other partners in relation to a set of strategic and operational objectives (TIKKANEN H. and al. 2005). The project is a complex activity. It is all the more marked as the project evolves in an environment in which many internal and external stakeholders interact with the company called protagonists. As a first step, the off-project marketing phase consists of the anticipation of the rules and the field of action by the one who will become the supplier. It will detect project needs and build the necessary relationship capabilities; networks, technicality and financing, to offer or ensure the development of the offer. It is therefore important to analyze the relationship on the one hand through relationship management and the network linked to the individual projects from the start-up phase to the end of the project. Moreover, the analysis must focus on the organization that drives the project in its overall relationship with other organizations over a long period covering their multiple projects in the economic, social and business networks. In the context of the promotion of self-employment, the entrepreneurial project must be understood in its dual aspect. On the one hand, the project is perceived in an organizational and structural aspect, territorial, and its capacity of adaptation to the conjectural factors. On the other hand, the project is perceived in terms of portfolio management of activities related to the development of a range of products, services and brands.

In a second step, the upstream marketing phase of the project consists of the construction of rules with the client at the side and within the influence relationship network. This phase is where the project is detected; the supplier must now have the skills to embark on the project. The company will mobilize resources to launch the project. It is, therefore, a matter of ensuring constant watch to overcome the barriers that they should face both in the upstream phase of the project and in its implementation. *"Barriers to access are the advantages that incumbent firms in an industry have over potential entrants, these advantages being manifested in their ability to sell below competitive price, without attracting new firms into the industry."* (Bath, 1956, 3). In the process of developing the entrepreneurial project in these two aspects requires a constant reading and adaptation to deal with more acute barriers. It is understood that the market is a competition area between producers who offer similar and often substitutable products. In the market, the new entrepreneur (the supplier) will be confronted with turbulence related mainly to five forces whose configuration, hierarchy and dynamics identify the key factors

of success. These are: (i) the bargaining power of customers, (ii) the bargaining power of suppliers, (iii) the threat of alternative products or services, (iv) the threat of potential entrants to the market and (v) the intensity of competition between competitors. (Procter, 79). In a more recent configuration Procter invites managers to consider the influence of public authorities in addition to the five forces (Procter, 2008). Finally, the marketing phase of the project starts at the moment of the final decision which concretizes the project by signing the contract. Throughout the project renegotiations, modifications, hazards, meetings, and decision-making will take place...project implementation requires taking into account the internal aspect and the external aspect. Internally, marketing helps to mobilize and coordinate actors, to convince stakeholders around an organizational project in general but around a transactional logic project, whose protagonists are pretty well defined. Externally, external marketing is focused on out-of-the-box projects with a transactional logic, whose internal actors are often limited to project teams and external stakeholders sometimes appear to be more often difficult to identify. Also in a prospective approach, is the supplier's strategy to create, maintain and animate multiple relationships capable of favoring the construction of future project demand. It is, therefore, important for the promoter of an entrepreneurial project engaged in a marketing process to integrate Internal Project Marketing which consists of the mobilization and coordination of the actors to convince stakeholders around a project of order organizational in general but around a transactional logic project, whose protagonists are fairly well defined. Taking into account the aspect of the discontinuity of the projects, the conduct of an activity supported by a marketing logic requires the collaboration or (co-development, cooperation and coordination are integrated there), the relational (relations, network are part of it), coaching, learning), trust, and communication (Globerson *et al.*, 2002, pp. 62-63).

However, in the logic of maintaining the continuity of the activity while reducing the discontinuous aspect inherent to the marketing approach of the project invites to integrate the aspect of innovation that should characterize the project in its gestation phase, in its phase implementation and in its sustainability phase. Certainly, the traditional marketing approach requires the identification of the needs and desires of the consumers and the continuous adaptation of the company's offer to the evolution of the demand. The fact remains that the conduct of an innovation approach can be combined with the marketing mindset. Subsequently, the question of self-employment must be addressed from the theory of innovation marketing. Innovation must be perceived in terms of differential added value, product-plus or more value. It upsets the expectations of consumers and at the same time seduces them and gives rise to the desire to establish and maintain a more or less lasting relationship with the company, the brand or the product. In the logic of innovation the designer can project managerial must have in mind that "*The Innovative Design makes obsolete the traditional devices of strategic marketing historically developed in Design Set, when the business fits the needs expressed. In innovative design, potential customers are not identified ex ante. By profoundly revising the identity of the products, they imagine and anticipate with difficulty their potential use.*" (POINTET, 2011, 70). Hence the need for the self-entrepreneur to ensure, in the growth phase of its activity, the indexing of marketing

from Innovation to research and development, at least to a logic of benchmark

**Conclusion and perspectives:** The fight against unemployment and the professional integration are at the heart of the concerns of the Ivorian authorities. The main initiatives to cope with this have yielded results in terms of creation through programs developed for this purpose. They helped to reduce unemployment to a rate. Indeed, since 2012 the unemployment rate has been falling when it stood at 6.1%. It then moved to 5.3% in 2014 and 2.8% in 2016 (ENSESI, 2016). But in most cases the jobs created are temporary jobs. The creation of sustainable jobs remains a development challenge in an environment where the bulk of jobs are offered by the formal sector combined with the high propensity of jobseekers to look for paid jobs. The promotion of employment through self-employment is a credible option. It goes through the promotion of entrepreneurial projects whose viability is subject to the imperatives of rigors if we want them sustainable in terms of sustainability post-project phase. Project marketing offers undeniable solutions for the conduct of a project activity both in the off-project marketing phase, the upstream marketing phase of the project and in the marketing phase of the project. Copulated to a logic of innovation, it should allow the entrepreneurial project promoter while ensuring the main watch business adaptation tools in an environment characterized by discontinuity. In the context of the promotion of self-employment, the entrepreneurial project must be apprehended in its twofold aspect: on the one hand in an organizational and structural, territorial aspect, and its ability to adapt to cyclical factors and on the other hand in terms of portfolio management of activities related to the development of a product range, service and brand.

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